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MEMORANDUM FOR: Acting Deputy Director (Administration)

SUBJECT: Revised T/O - Personnel Office

1. PROBLEM. To establish minimum staffing requirements consistent with the effective performance of the functions and responsibilities of the Personnel Office.

2. ASSUMPTIONS.

a. That the Agency strength (exclusive of project and contract personnel) will stabilize at between [REDACTED] during FY 1954 and FY 1955.

b. That Agency staffing will require approximately 300 security initiations per month, this in-part to compensate for losses due to resignations, security disapprovals, unsatisfactory performance, and other causes.

c. That a small portion of recruitment effort will continue to be expended in deep cover recruitment, which cannot be given recognition in production reports nor computed against regular T/O and on-duty Agency staff requirements.

d. That the personnel staffs and other administrative functions now performed in various operating offices will continue to be reduced as personnel limitations are felt throughout the Agency, with the result that the workload of the Personnel Office will be increased.

3. FACTS BEARING ON THE PROBLEM.

a. The Personnel Office of the CIA is required to perform many tasks generally performed by the U. S. Civil Service Commission for other Federal agencies, and other tasks which are unique to this organization.

b. The functions and responsibilities of the Personnel Office are not lessened qualitatively by the imposition of reduced on-duty ceilings. Rather, the greater emphasis on a high degree of selectivity enlarges the recruitment and placement responsibilities.

c. Higher initial selectivity does not detract from the need for a positive program of improved personnel management in the Agency through such techniques as placement follow-up, performance evaluation, career development, etc.

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f. The revised budget estimate for FY 1953 provided for a T/O of [REDACTED] for the Personnel Office. That estimate was made under different assumptions than exist at this time. For that reason, it is believed that for FY 1954 a T/O of [REDACTED] will provide the Personnel Office with the means for furnishing the Agency an acceptable personnel management program. In arriving at the figure of [REDACTED] the on-duty strength of 31 July 1953 was established as the Personnel Office limitation. This figure is reflected in the revised FY 1954 budget and in the FY 1955 budget. While the Personnel Office has received certain passenger movement functions from the Logistics Office involving nine positions, we have absorbed the positions within the [REDACTED] T/O and consequently will not require transfer of spaces and funds to us from the Logistics Office.

4. DISCUSSION. As a matter of history, it can be noted that the personnel program of CIA, until fairly recently, has been necessarily concerned primarily with the gigantic task of recruiting personnel to meet constantly increasing requirements. The need for simultaneously building a well-rounded and positive program of personnel management, which would assist materially in maintaining a productive working force has been recognized. Considerable progress has been made in the performance of a variety of personnel activities, including the following:

a. Initiation and administration of a program of placement follow-ups.

b. Development and installation of a qualifications standards program.

c. Development and installation of an improved coding system for identifying and evaluating qualifications and other pertinent data relating to both applicants and on-duty personnel.

d. Installation of streamlined personnel processing and record-keeping functions which has enabled us to keep fairly well abreast of an expanding workload.

e. Development of an improved statistical reporting system.

f. Providing greater professional services to operating officials on personnel matters and problems.

g. Development of classification standards appropriate to CIA.

h. Development of needed regulatory and procedural materials on personnel matters, including personnel evaluation, salary and wage administration, administration of overseas allowances and differentials, periodic step increases, separations for unsatisfactory performance, incentive awards, etc.

i. Development and installation of a pre-exit and exit interviewing program designed to salvage qualified personnel when possible and to pinpoint problem areas where unnecessary losses may be occurring.

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